

23 December 2022

Daniel Chrisp
[REDACTED]

Tēnā koe [REDACTED]

Request for Information – Local Government Official Information and Meetings Act (LGOIMA) 1987

We refer to your official information request dated 19 November 2022, as follows:

- 1. The year that land was purchased at Akatārawa for joint cemetery use and the council minutes or related document/records that document this decision of land purchase*
- 2. Information regarding what work was done to investigate new land for cemeteries in Lower Hutt since the decision to buy land in Akatārawa including the dates of this work, and the reports or documents that summarise this work*
- 3. Council minutes or documents that record the official decision to not pursue a new cemetery in Lower Hutt and to merge cemetery services with Akatārawa*
- 3a. Documents that pertain to any public consultation that was done about all of the above matters, including consultation with Mana Whenua*

Prior to 1991, Hutt City Council held land for cemetery purposes in Wallaceville, Upper Hutt. Hutt City Council purchased 56.36 ha of land next to the Akatārawa Cemetery in 1991, and the Wallaceville land was sold.

The Akatārawa land was purchased after Hutt City Council had extensively searched for land to provide additional space for interments, with the knowledge that Taita Cemetery would be at capacity within 20 years. The Council was looking for a site that would be able to provide ash interments and burials at a rate of approximately 370 interments annually, for around 50 years. At the time an engineering firm undertook an extensive study to ensure the Akatārawa site would have sufficient space that could be developed for cemetery purposes.

In 2002/2003 funding was available to investigate potential cemetery sites within the City. Between 2003 and 2005 Hutt City Council officers investigated a number of sites within the boundaries of the Hutt City, recognising some public concern about new burials for Hutt City residents being offered in Upper Hutt. Ultimately, Akatārawa was confirmed as being the site of the new cemetery. Documents 1-4 describe the sites that were being considered.

In 2003 Hutt City Council officers wrote to Te Rununganui o Taranaki ki te Upoko o te Ika A Maui and the Wellington Tenths Trust to explain that work to investigate potential cemetery sites would be undertaken and to invite suggestions and input. Officers shared the results of the investigation with both organisations later in 2003. This correspondence is attached (documents 1-4).

The first consultation meeting on this kaupapa occurred with mana whenua on 23 November 2022, although cursory conversations had been held with Kaitakawaenga Māori prior to this.

The idea of Upper Hutt City Council and Hutt City Council running Akatārawa Cemetery as a shared service and later extending the Akatārawa Cemetery into the Hutt City owned land was presented to Hutt City Council elected members in 2005. The concept of the shared service predated 2005.

In addition to the attached documents, we recommend that you review archived documents for the Hutt City Council on its website, see www.huttcity.govt.nz/arts-and-culture/heritage/search-archives?query=Akatarawa.

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Nāku noa, nā



Susan Sales
Senior Advisor, Official Information and Privacy



Project documentation

Akatārawa Cemetery Development

Project Initiation Document (PID)

PREPARED BY: DENISE JOHNSON

04/03/2022

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Document control

These are the details of the template used to create this document. **This section cannot be edited.**

Template Name	Project Initiation Document (PID)
Template Owner	Assets and Programme Team
Template Date	February 2020
Template Version	V1

DOCUMENT PROPERTIES

This table describes the properties of the document.

Author	Denise Johnson, Projects Officer
Project Manager	Denise Johnson, Projects Officer
Location	https://uhccgovtnz.sharepoint.com/sites/project-1047

DOCUMENT HISTORY

This table provides a history of changes made when completing this document.

Revision date	Version	Summary of Changes	Changes made by
23/02/2022	Initial Draft	First draft written.	Denise Johnson
25/02/2022	Revised Draft	Updated draft - added business case information, altered Governance Structure, enhanced formatting checked spelling and grammar.	Denise Johnson
04/03/2022	Revised Draft	Revisions and updates, altered Governance Structure and Project Structure, enhanced formatting, checked spelling and grammar.	Liesel Jahnke and Denise Johnson
11/03/2022	Revised Draft	Revisions after Project Team feedback: Location information, carbon risk, contact details, assumptions, minor editing/formatting.	Denise Johnson
16/03/2022	Final for signatures	Revisions after Sponsor/Business Owner feedback: minor rewording and formatting.	Denise Johnson
02/05/2022	Edited final	Confirmed developed and detailed design required for stages 1-3 only (after Meeting with Brett Latimer on 2/5/2022). Updates to scope description.	Denise Johnson

APPROVALS

This document requires the following approvals, it was signed off on 14/04/2022 and the signed PDF copy can be found [here](#). This PID will continue to be developed and is a 'living' document, this will be captured by version control and recorded in the 'Document History' table above.

Name	Signature	Title	Date of Issue	Version
Liesel Jahnke		Manager Assets and Programmes	16/04/2022	Final for signatures
Brett Latimer		Parks and Reserves Manager	16/04/2022	Final for signatures

Geoff Swainson		Director Asset Management and Operations Infrastructure Services Infrastructure Services	16/04/2022	Final for signatures
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DISTRIBUTION

This document has been distributed to:

Name	Title	Date of Issue	Version
Liezel Jahnke	Manager Assets and Programmes	23/02/2022	Initial Draft
Brett Latimer and Geoff Swainson	Parks and Reserves Manager and Director Asset Management and Operations Infrastructure Services Infrastructure Services	07/03/2022	Revised Draft
Mark Raines and Matthew de Malmanche	Horticultural Officer and Sexton	09/03/2022	Revised Draft
Kelly Crandle	Head Parks and Reserves Business Unit (Hutt City)	16/03/2022	Final draft
Brett Latimer, Geoff Swainson, Liezel Jahnke	Parks and Reserves Manager, Director Asset Management and Operations Infrastructure Services Infrastructure Services, and Manager Assets and Programmes	12/04/2022	Final for signatures
Te Kahu Rolleston	Kaitakawaenga Kaupapa Māori (Māori Liaison Advisor)	16/05/2022	
Matiu Jennings	Kaitātari Tumuaki Māori	26/05/2022	

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Purpose

This document is the cornerstone of Stage 3 Plan of the Project Delivery Framework.

The intent is to capture and record information needed to properly define the project and plan its successful delivery in Stage 4. The Project Initiation Document (PID) will reflect the information contained in the [Initiation Document](#) and 2021 – 2031 Long Term Plan, and elements will be developed in further detail with individual plans (i.e., Communications and Engagement Plan, Risk Management Plan) and managed through the project workbook.

This document must be completed, agreed, and signed off before the project can proceed to delivery in Stage 4.

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Introduction

Project information	
Project name	Akatārawa Cemetery Development
Author and date	Denise Johnson, Projects Officer
Project complexity rating (PCAT)	Complexity: 4.44 (result from Initiation Document) Completed PCAT
SHED site	https://uhccgovtnz.sharepoint.com/sites/project-1047

Project definition

Background

[The Burial and Cremation Act 1964](#) requires every local authority, where sufficient provision is not otherwise made for the burial of the bodies of persons dying within its district, to establish and maintain a suitable cemetery.

[Akatārawa Cemetery](#) is managed by [Upper Hutt City Council](#) (Council), it provides burial and ashes interment services to both Upper Hutt and Lower Hutt cities. As defined in s5 of the [Local Government Act 2002](#) Akatārawa Cemetery is considered to be a strategic asset. It is identified in the [Upper Hutt District Plan](#) (pg. 138) as having local heritage value. There is a [Services Cemetery](#) (RSA section) within Akatārawa Cemetery, Council receives some funding from Veteran's Affairs toward some maintenance and improvements in the RSA section.

To meet a range of preferences, there are several plot types available for burial and ashes interments including:

- Memorial garden (ashes/plaques).
- Plaque section (burial and ashes interments/plaques, noting that 'Plaque 4' is situated for graves to be perpendicular to Mecca to accommodate Muslim burials).
- Memorial tree (ashes/plaques).
- Monumental section (burial and ashes interments/monuments, noting that there is a specific area set aside for children's plots).
- RSA section (burials and ashes interments/plaques).
- Scattering of ashes in designated areas (no plaque or monument).

However, there is limited capacity within the current Akatārawa Cemetery footprint to provide for specific needs of various cultural and ethnic groups or alternate burial methods i.e., eco burial.

Council has granted a [Deed of Lease and Licence to Access](#) to Bledisloe New Zealand Limited (trading as [Gee and Hickton](#)) for the crematorium building located onsite.

[Hutt City](#) cemeteries do not have capacity for first interments, and they have reduced capacity for second and third interments.

Approximately 100 cubic metres of soil/clay is removed from the site each year because of grave digging. It is transported offsite for disposal and is an ongoing operational cost.

Based on current burial and ashes interment rates, Council's [2021 - 2031 Long Term Plan](#) estimates that Akatārawa Cemetery has estimated burial and ashes interment capacity until 2026/27. Additional land is required after this time.

Hutt City have purchased a block of land adjacent to Akatārawa Cemetery to meet future demands and Upper Hutt City and Hutt City have entered into an agreement for the provision of Cemetery services and development of that land. The land for the extension is designated for Cemetery purposes; it is currently undeveloped apart from the public road servicing the Fairview subdivision. The topography varies from gentle slopes to very steep unusable land.

Expanding the existing location which is already co-owned by Upper Hutt City Council and Hutt City and designated for cemetery purposes is deemed to be more cost effective than development of a new cemetery at a new location.

Concept Development for the expansion was undertaken in June 2017. It was prepared jointly for Upper Hutt City Council and Hutt City Council by a team led by Synergine Groups Limited (Synergine) and presented to the Hutt Valley Services Committee on 4 August 2017. Provision was made in the [Upper Hutt City Council 2018 – 2028 Long Term Plan](#) and again in the [2021 – 2031 Long Term Plan](#) or stages 1 – 3 (of 5) of the proposed Akatārawa Cemetery development to commence in 2022/2023.

In response to the emerging COVID-19 global pandemic, Upper Hutt City Council and Hutt City considered bringing cemetery development work forward, to ensure that both the potential short term capacity requirements of the region associated with the COVID-19 pandemic, and the post pandemic future capacity requirements, could be met. It was agreed at the [Ordinary Meeting of Council on 10 June 2020](#) to maintain the status quo, where the proposed development commences in 2022/23, the development was not brought forward.

The proposed development and staging are flexible enough to provide for ongoing assessment, provision, and reallocation of space to meet specific needs of various cultural and ethnic groups or alternate burial methods i.e., eco burial.

This project has a high strategic fit because it delivers upon community cultural, compassionate, and heritage outcomes.

Due to increasing population trends, an aging population, and limited burial capacity within the region it is prudent to undertake cemetery expansion now, to maintain interment options, ensure statutory compliance for sanitary services, and ensure that the cemetery will be fit for purpose and meet the needs of the community into the future.

For the purposes of clarity, the existing Akatārawa Cemetery and the land proposed for development includes all those parcels of land being:

- i. 1,2141 hectares more or less being part Section 215 Hutt District and comprised in computer freehold register WN42C/522 (Wellington Registry); and
- ii. 2,3729 hectares more or less being Lot 2 on Deposited Plan 75573 and Lot 4 Deposited Plan 20303 and comprised in computer freehold register WN44C/594 (Wellington Registry); and

- iii. 7,7020 hectares more or less being Lot 1 on Deposited Plan 53294 and comprised in computer freehold register WN24A/456 (Wellington Registry).

Objectives

The primary goal of this project is to deliver fit for purpose cemetery infrastructure to ensure that Upper Hutt City and Hutt City remain able to meet their statutory compliance obligations under the Burial and Cremation Act 1964.

The project proposes to expand the existing cemetery and deliver fit for purpose infrastructure to meet the community's expectations for burial and ashes interment for Upper Hutt City and Hutt City residents for the next 50 years.

The project provides the opportunity to enhance Council's ability to meet emerging burial trends and cultural requirements, enhance operations, enhance the open space efficiently and effectively, and identify/support future infrastructure placement.

Links to achieving Council's strategies/objectives/goals/policies

The project contributes strategically to Upper Hutt's City vision and strategic priorities, Long Term Plan 2021 – 2031, Infrastructure Strategy, Sustainability Strategy, Open Space Strategy 2018 – 2028, and the Arts, Culture and Heritage Strategy 2014 as outlined below:

- [City Vision](#) and [strategic priorities](#)

Akatārawa Cemetery serves as a place of remembrance, while providing care for those residing within its grounds in perpetuity. Development of Akatārawa Cemetery will support the community to achieve the City Vision, [Outcomes](#) (particularly Environment, Social and Cultural, and Infrastructure) and strategic priorities (particularly 1, 2, 3, and 5).

- [Long Term Plan 2021 – 2031](#)

Akatārawa Cemetery development was included in the Long Term Plan (LTP) 2021 - 2031. Funding for it was highlighted to the community in the LTP Consultation Document and included in the LTP.

- [Infrastructure Strategy](#)

Akatārawa Cemetery development responds to the challenges of supporting Hutt Valley growth and ongoing demand for cemetery services, meeting changing expectations, and maintaining existing assets as outlined in Council's Infrastructure Strategy.

- [Sustainability Strategy 2020](#)

Investment in the development of Akatārawa Cemetery presents an opportunity to improve sustainability, enhance resilience, and future proof the cemetery for decades to come. Opportunities will be further explored during consultation and project development/design.

- [Open Space Strategy 2018 - 2028](#)

The location of Akatārawa Cemetery is generally accepted by the community as being appropriately located; expansion of the current site continues to support strategic goal 1 'Our open spaces are appropriately located'. The expansion is a good fit with the Open Space Strategy and will contribute toward passive social and family recreation while also enhancing social connectedness, cultural,

spiritual, and mental health and wellbeing through provision of space for the living to connect with each other, reflect, and remember their loved ones.

- [Arts, Culture and Heritage Strategy 2014](#)

Akatārawa Cemetery development provides opportunities to increase awareness, knowledge, and participation in the rich heritage of Upper Hutt contributing toward the strategy goals.

Development of Akatārawa Cemetery is 'Significant' and was consulted on as part of the 2018 - 2028 and the 2021 - 2031 LTP's.

As per Council's [Significance and Engagement Policy](#) further engagement will be undertaken as relevant at various stages of the decision making process.

Desired outcomes

Meet statutory compliance obligations under the Burial and Cremation Act 1964 and deliver fit for purpose infrastructure at Akatārawa Cemetery to meet the community's expectations for accessible burial and ashes interment for Upper Hutt City and Hutt City residents for the next 50+ years. Critical success factors include:

- Deliver and meet demand for traditional burial and ashes interment options, scope to accommodate emerging burial and ashes interment trends and cultural need is present.
- Operator and community accessibility is provided for, burial and other interment areas can be reached easily.
- Deliver efficient and effective development in terms of engineering and ecological impact.
- Identify and cost suitable locations for a future office, workshop, lighting, utility storage, vehicle storage etc. as part of Phase One.
- Ducting and infrastructure to support future satellite workroom, lighting, utility/vehicle storage etc. is in place.
- Accessible toilet facility located within new development.
- Introduce storytelling infrastructure to enhance local heritage value.
- Complete necessary compliance work triggered by the development.
- Wayfinding signage is relevant and fit for purpose.
- Complete the above within the allocated budget of \$3.6M.
- Complete the above within the agreed programme (2022 – 2025).
- Scope whether or not excess soil/clay which arises from grave digging can be disposed of within the site.

Business case

A business case in the format currently used by Council was not required prior to funding confirmation as part of the Long Term Plan 2018 – 2028 process. The case for change is briefly outlined below and detailed within this PID.

1. The case for change

Akatārawa Cemetery is a facility that provides burial and ashes interment for Upper Hutt and Hutt City residents. A small number of out of district service is provided which incurs an out of district fee). The cemetery is approaching capacity while demand for and legislative requirement for cemetery services is ongoing, Cemetery Development is required to fulfil ongoing need and legislative requirement.

This project has a high strategic fit because it delivers upon community cultural, compassionate, and heritage outcomes.

2. Options analysis and approved option

Option 1: Do nothing

This option was not considered because [The Burial and Cremation Act 1964](#) requires every local authority, where sufficient provision is not otherwise made for the burial of the bodies of persons dying within its district, to establish and maintain a suitable cemetery.

Option 2: Greenfield acquisition and development

This option was not considered because:

- The likelihood of affordable burial spaces would require land acquisition further into rural areas and become distant from the population base.
- Accessibility could be a problem if a new development site was located further away from the population base (as compared to the existing site).
- Resistance to cemetery development in unapproved/existing spaces is likely to be undesirable to the public and could result in greenfield development becoming expensive, litigious, and lengthy.
- An existing location is already co-owned by Upper Hutt City Council and Hutt City and designated for cemetery purposes.

Option 3 (approved): Development of land owned by Upper Hutt City and Hutt City Councils and designated for 'Cemetery Use'

This was the preferred and approved option because:

- The land is adjacent to the existing cemetery footprint and already designated for 'Cemetery Use'.
- An estimated 58 years of burial and ashes interment is located within the area.
- Accessibility to the site remains consistent.
- Expanding the existing location which is already co-owned by Upper Hutt City Council and Hutt City and designated for cemetery purposes is deemed to be more cost effective than development of a new cemetery at a new location.

3. Benefits of the approved option

Benefits identified are as followed:

- A facility that meets legislative requirement.
- Provision of burial and interment for up to 58 years.
- Accessibility for population base is retained.
- Cost effective.
- Enhanced open space.

Outline project approach

Development will occur in two phases. Phase One, which includes stages 1 – 3 (of 5) and Phase Two, which includes stages 4 – 5. This Project Information Document relates to Phase One (Stages 1- 3) only. Phase Two is to be scoped and undertaken later as cemetery capacity constraints require.

Upper Hutt City Council is managing the project and will be the signatory on any contracts related to this project. Hutt City is co-funding the project and will be provided the opportunity to be represented in the project governance structure.

Scope and key parameters

WORKSTREAM 1: CEMETERY DEVELOPMENT

In Scope	<ul style="list-style-type: none">• Engaging architect, engineers, construction, and other contractors.• Produce Developed Design Stages 1 – 3.• Produce Detailed Design Stages 1 – 3.• Allow for accessibility/entrance to stages 4 – 5.• Meet requirements of the Burial and Cremation Act 1964.• Burial and ashes interment: Provision for additional, lawn burial, ashes interment, and ability to accommodate alternate burial methods i.e., eco-burial, ashes walls, and specific cultural burial where demand exists.• Infrastructure for accessibility: Ensuring, through infrastructure placement, access for cemetery users to all areas of the expansion site (earthworks and erosion and sediment control, geotechnical investigation, culvert, roading, infrastructure services i.e., water, wastewater, ducting for internet, phone, lighting, power).• Landscaping: Landscaping to include clearing vegetation, protecting significant areas of indigenous vegetation, revegetation with native species where practical, landscaping design, grass areas, and specimen trees.
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	<ul style="list-style-type: none"> • Storytelling: Provision for storytelling in the existing cemetery and on the expansion site to contribute to protecting and enriching the site's history and providing a link between the old areas and the new. • Wayfinding signage: At the intersection of the new and existing cemetery areas. • Accessible, unisex toilet: Located within the new development footprint. • Service vehicle access: Safe access for service vehicles (which are not registered/warranted, road worthy vehicles) travelling between the current and new parts of the cemetery i.e., tractor, gator, digger, vehicle with trailer. • Administration facilities investigation: During Phase One, potential locations for administration facilities will be investigated and costed. • Identification of suitable locations for: workshop, covered soil storage for topsoil (located near workshop), chapel, and crematorium. • Sustainability investment: Incorporating low carbon technologies where possible. • Infrastructure to support future development. • Stakeholder engagement. • Identification of suitable location(s) for disposal of excess soil/clay created during the grave digging process.
<p>Out of scope</p>	<ul style="list-style-type: none"> • Works on existing buildings: Upgrade or demolition of current cemetery office, workshop, or toilet facilities. • Greenfield development: Identifying/obtaining new land for cemetery development is not being considered. • Associated service infrastructure: Incorporating Council owned and operated crematorium or other buildings/infrastructure on the expansion site i.e., chapel is not in scope. • Changes to cemetery operational rules and procedures: The development of new Cemetery Rules, Parks and Reserves Rules, and Cemetery Standard Operating Procedures is not in scope of this project. These are managed operationally through the Parks and Reserves team. It is noted that Parks and Reserves Management is considering a review of Cemetery Rules alongside the development project and that stakeholder engagement captured throughout this project may be of value to Parks and Reserves Management to inform a review of/updates to these documents with support from the Strategy and Policy Team; any consultation on these issues is separate to the project. • Plot management software: The investigation or introduction of plot management software is considered operational in nature and can be managed via ordinary operational procedure. • Lease/Licence to Occupy negotiation: Entering into a Lease or Licence to Occupy agreement with third parties to locate their own infrastructure on the expansion

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	<p>site is considered operational in nature and can be managed via ordinary operational procedure.</p> <ul style="list-style-type: none"> Policy change to cost recovery model: Changes to the operational cost recovery model (through the on-sale of burial or ashes interment sites) is already covered and outlined in the Revenue and Financing Policy. Any changes to the cost recovery model would require a policy review independent of this project. Consultation. 								
Constraints	<ul style="list-style-type: none"> Budget and budget phasing: Budget as allocated in the Long Term Plan 2021 - 2031 (3.6M). The budget has been split into 10 years as outlined in the table below: <table border="1" data-bbox="368 790 1027 887"> <thead> <tr> <th>Year 1 2021/22</th> <th>Year 2 2022/23</th> <th>Year 3 2023/24</th> <th>Years 4 - 10 2024-31</th> </tr> </thead> <tbody> <tr> <td>\$250k</td> <td>\$1.14M</td> <td>\$1.20M</td> <td>\$985K</td> </tr> </tbody> </table> Includes confirmed Hutt City funding contribution for Financial Years 2022/23 (\$864k), 2023/24 (\$900k), and 2024/25 (\$926k). Size of the land allocated for the redevelopment is fixed. Landscape: Working within the existing landscape and its constraints; the site contains natural waterway, wetlands, protected ridgelines, steep slopes, regenerating native vegetation (some of which is protected by covenant, and variable soils). Policy: Greater Wellington Regional Council's Proposed Natural Resources Plan, and Regional Plans. Also, Upper Hutt City Council District Plans. COVID-19 potential impacts to workforce availability and readiness, and supply chain. 	Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Years 4 - 10 2024-31	\$250k	\$1.14M	\$1.20M	\$985K
Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Years 4 - 10 2024-31						
\$250k	\$1.14M	\$1.20M	\$985K						
Dependencies	<ul style="list-style-type: none"> Engagement: Mana whenua, iwi, community, and stakeholder engagement on design. Budget: Long Term Plan budget sufficiency and Hutt City Council financial contribution or additional funding if necessary. Skilled labour force and contractor availability: Suitable contractors tendering and available and Government easing of COVID-19 restrictions. COVID-19: Traffic Light System implications, impacts to global supply chain for materials, and impacts of infection on project workforce. <p>Dependencies will be reviewed as required and will be documented in regular project status updates.</p>								
Assumptions	<ul style="list-style-type: none"> Death rates in the Hutt Valley will track as forecast. 								

	<ul style="list-style-type: none"> Existing cemetery capacity will meet interment needs until the project is complete. All planning, geotechnical, and general assumptions stated in the 2017 Akātārawa Cemetery Concept Development Plan (Pages 53 & 54). Upper Hutt City and Hutt City population growth will track as forecast.
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WORKSTREAM 2: COMMUNICATIONS MANAGEMENT

The scope and parameters for communications management are being driven from the development. Communication planning is under development and outlined further in the next pages.

Risks

HIGH LEVEL RISKS ASSOCIATED WITH UNDERTAKING THE PROJECT

This project is considered a [high complexity project](#) ('PCAT Assess complexity' tab) and requires a Risk Management Plan which can be found in the [project workbook](#) ('Project Risk' tab). The Risk Management Plan is a 'live' document.

An overview of high level risks associated with undertaking the project (current as at 16/03/2022) is outlined below:

Description	Consequence	Risk before mitigation	Controls (mitigation measures)	Risk after mitigation
BUDGET				
Tenders received exceed estimates.	Insufficient funds to complete the project within the timeframe.	High	Comprehensive review of the 2017 Concept Development Plan and preparation of Developed Design and later Detail Design. Robust estimating techniques. Identify and address issues as early as possible.	Moderate
Budget overrun.	Insufficient funds to complete the project within the timeframe.	High	Track the financials carefully for the duration of the project. Escalate any overrun as early as possible.	Moderate
COVID-19				
Uncertainty and impacts from COVID-19.	Delays and increased costs to the project.	High	It is likely that COVID-19 will continue to impact on Council, the community, the project, and the construction sector throughout this project. Track changes to legislation and operational environment carefully for the duration of the project. Escalate emerging issues as early as possible.	Moderate
DESIGN				
Designs do not meet Council or community expectations.	Delays and increased costs to the project. Lack of support for the project.	Low	2017 Concept Development met Council expectations. Community engagement planned after Developed Design received, feedback will be considered.	Low
Detailed Design is delayed.	Delays and increased costs to the project.	Moderate	Clear reporting requirements. Agreed milestones. Active response immediately to issues identified.	Low
Design not fit for purpose/doesn't achieve project benefits forecast.	Delays and increased costs to the project.	Moderate	Establish the benefits and purpose as early in the project as possible and review these regularly during the	Low

			project to ensure they are still within focus.	
Concept Development design is 5 years old, potentially no longer current/accurate.	Delays and increased costs to the project.	Moderate	Comprehensive review of the 2017 Concept Development Plan and preparation of Detailed Design.	Low
Consultant failing to meet agreed deadlines.	Tendering and construction start delays.	Moderate	Clear reporting requirements. Agreed milestones. Active response immediately to issues identified.	Low
Consent process not completed on time.	Construction delays.	Moderate	Clear reporting requirements. Agreed milestones. Active response immediately to issues identified. Peer review before submission.	Low
Design costs underestimated.	Design costs exceeding budget.	High	Prioritise work by carried out by consultants.	Moderate
Contractor & Consultant conflicts.	Delays and increased costs to the project.	Moderate	Prioritise work. Ensure all suggested changes are vetted by Council's Project Manager.	Low
Consents process could require changes to design.	Delays and increased costs to the project.	Moderate	Peer review before submission.	Low
REGULATORY/POLICY				
Changing regulatory/policy landscape.	Potential design changes required. Design delays. Construction delays.	Moderate	Identify relevant regulatory/policy implications during Detailed Design phase; including upcoming indications of regulatory/policy changes.	Low
Land previously not identified as wetland is reclassified.	Potential design changes required. Design delays. Construction delays. Lack of public support for the project. Image/reputation damage.	Low	Identify relevant regulatory policy implications during Detailed Design phase; including upcoming indications of regulatory/policy changes.	Low
CONSTRUCTION				
Safety risk assessment not completed.	Potential safety risks not identified.	Moderate	Ensure a construction Risk Register is maintained throughout the project.	Low
Contractor failing to complete work to the agreed programme.	Construction delays and failure to meet agreed milestones. Failure to complete construction work within the funding period. Increased disruption to affected parties due to longer construction time. Increased contract supervision costs for the Consultant. Lack of space to inter bodies and/or ashes in current cemetery.	Moderate	Adequate construction monitoring. Realistic milestones and clear expectations in Request for Proposal. Explicit consequences for failure to perform. Monitor actual interment rates.	Low
Commissioning and Staff induction not completed satisfactorily.	Staff safety compromised. Staff unfamiliar with new equipment and procedures.	Moderate	Ensure all staff are fully inducted to the new development and all new procedures are signed off and acknowledged by staff.	Low
Consultant failing to meet agreed deadlines.	Tendering and construction start delays.	Moderate	Clear reporting requirements. Agreed milestones. Active response immediately to issues identified.	Low
Lack of supply of project materials	Delays to construction works and construction costs increase.	Moderate	Engage contractor early in the Detailed Design phase to identify the early purchase/order of relevant materials and equipment.	Low
Awarded contractor prioritises other sites.	Lack of available resources for construction.	Moderate	Clear reporting requirements. Agreed milestones. Active response immediately to issues identified.	Low

Contractor failing to complete work to the agreed programme (non-performance).	Construction delays and failure to meet agreed milestones. Failure to complete construction work within the funding period. Increased disruption to affected parties due to longer construction time. Lack of space to inter bodies and/or ashes. Increased contract supervision costs.	Moderate	Adequate construction monitoring. Realistic milestones and clear expectations in Request for Proposal. Explicit consequences for failure to perform. Monitor actual interment rates.	Low
Adverse news during construction - amount of construction, cost, etc.	Image and reputation damage. Decrease in community support.	Moderate	Clear reporting requirements. Agreed milestones. Active response immediately to issues identified.	Low
Not completing on time and or to Budget.	Delays and increased costs to the project. Lack of space to inter bodies and/or ashes in current cemetery.	Moderate	Monitor Programme and ensure costs in the workbook are up to date to asset with decisions on spending. Monitor actual interment rates.	Moderate
Environmental impact caused by earthworks.	Damage to environment. Image and reputation damage. Reduced carbon absorption, increased carbon dioxide (Negative impact to Council's 'Carbon Neutral 2035' goal).	Low	Comply with relevant legislative requirements. Preparation of landscape plans. Replanting, and minimise felling.	Low
Construction safety non-compliance.	Lost time. Injury or death. Delays to the project.	Moderate	Detailed review of safety management plan. Regular audits to confirm Health and Safety compliance.	Low
HEALTH				
Forecast interment rates are inaccurate.	Existing cemetery reaches capacity sooner than anticipated/doesn't reach capacity as soon as anticipated. Nowhere to locally inter bodies or ashes/newly developed area is not required when anticipated, sits empty.	Low	Monitor actual interment rates throughout project.	Low
STAFF & COMMUNICATIONS				
Key staff attrition.	Loss of site specific/operational/stakeholder knowledge.	Low	A sexton is part of the Project Team. Operational implications are communicated and worked through with Parks and Reserves and cemetery staff. Staff engaged.	Low
Lack of timely and coordinated project communications internally and externally.	Poor understanding of the project by stakeholders. Lack of support for the project Image and reputation damage	Low	Messaging comes from Director Asset Management and Operations Infrastructure Services to staff as required/appropriate. Messaging comes from Parks and Reserves Manager to staff as required/appropriate. Messaging comes from Project Manager to staff as required/appropriate. Staff and public communications are supported by a dedicated Communications resource. The Project has a dedicated internal communications resource. Consistent messaging: Upper Hutt City Council leads communications; Hutt City shares and supports.	Low

RISKS ASSOCIATED WITH NOT UNDERTAKING THE PROJECT

Risk	Description
Not able to meet statutory compliance obligations under the Burial and Cremation Act 1964.	The cemetery will reach capacity and Upper Hutt City and Hutt City residents will not be able to inter their deceased relatives, friends, and whanau. Upper Hutt City Council will not meet statutory compliance obligations.
Operations and capacity of the current cemetery becomes insufficient,	The cemetery will reach capacity and Upper Hutt City and Hutt City residents will not be able to inter their deceased relatives, friends, and whanau.

ONGOING RISK MANAGEMENT

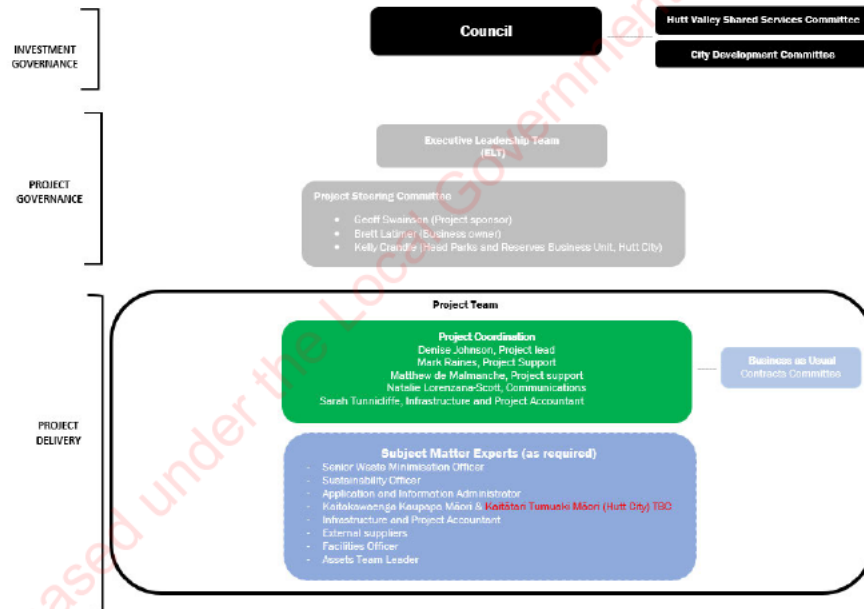
Risk assessment will continue as part of the detailed planning and project delivery. A 'live' Risk Register will be maintained for the duration of the project and can be found in the project page on Council's document management system (SHED).

Project risks will be reported to the Project Sponsor and Steering Committee regularly with mitigation strategies approved as required.

Project organisation

Project structure

Project structure as at 16/03/2022



A 'live' [Project Structure](#) will be maintained for the duration of the project and can be found in the project site on SHED.

Project Roles and Responsibilities

Council Project Resources (Internal)			
Project Role	Name	Organisation	Role Description
Investment Governance	Council	Upper Hutt City Council	Overall governance for project funding.
	Hutt Valley Shared Service Committee	Upper Hutt City Council Hutt City	High level decision making direction.
	City Development Committee	Upper Hutt City Council	Regular BAU reporting.
Project Governance	Executive Leadership Team (ELT)	Upper Hutt City Council	Overall governance for delivering the project.
Project sponsor	Geoff Swainson	Upper Hutt City Council <i>(Director Asset Management and Operations Infrastructure Services)</i>	<ol style="list-style-type: none"> 1. Has ultimate accountability for the project and is responsible to Council for its success. 2. Ensures the project will produce deliverables that enable the benefits to be realised. 3. Is prepared to intervene and/or escalate if required. 4. Facilitates the approval process and financial resourcing for the project.
Steering committee	Brett Latimer	Upper Hutt City Council <i>(Parks and Reserves Manager)</i>	<p>ELT has delegated authority to the Committee to:</p> <ol style="list-style-type: none"> 1. Make project decisions. 2. Reconcile differences in opinion and approach and resolves disputes arising from them. 3. Keep the project scope under control as emergent issues force changes to be considered. 4. Take on responsibility for the project's feasibility, execution plan and achievement of outcomes. 5. Ensure the project's scope aligns with the agreed requirements. 6. Provide those directly involved in the project with guidance on project business issues. 7. Ensure effort and expenditure are appropriate to stakeholder expectations. 8. Ensure that strategies to address potential threats to the project's success have been identified, costed, and approved, and that the threats are regularly re-assessed.
	Kelly Crandle	Hutt City <i>(Head Parks and Reserve Business Unit)</i>	

			<ol style="list-style-type: none"> 9. Bring any issue which has major implications for the project back to ELT for decisions. 10. Report regularly on project progress to ELT and through them to Council/Committees.
Business Owner	Brett Latimer	Upper Hutt City Council <i>(Parks and Reserves Manager)</i>	Key consultant for the project.
Project Manager	Denise Johnson	Upper Hutt City Council <i>(Projects Officer)</i>	<ol style="list-style-type: none"> 1. Lead Project Management and delivery. 2. Planning and scheduling. 3. Managing external resources. 4. Managing finances and costs. 5. Maintaining documentation in the project site. 6. Tracking and reporting on progress.
Project Team Member	Mathew de Malmarche	Upper Hutt City Council <i>(Sexton)</i>	Project support and input related to business as usual (BAU).
Project Team Member	Mark Raines	Upper Hutt City Council <i>(Horticultural Officer)</i>	Project support and input related to BAU.
Project Team Member	Natalie Lorenzana-Scott	Upper Hutt City Council <i>(Communications and Engagement Advisor)</i>	<ol style="list-style-type: none"> 1. Project communications lead. Assist with planning and delivering the Communications/approach for all public engagement and communications. 2. Design and assist with collateral i.e., ads, media releases etc. 3. Establish and maintain working relationship with Hutt City Communications Team/Rep. 4. Ensure consistent project messaging occurs across the Hutt Valley. 5. Update Council's digital platforms as required.
Project Accountant	Sarah Tunnicliffe	Upper Hutt City Council <i>(Infrastructure and Project Accountant)</i>	<ol style="list-style-type: none"> 1. Managing project finances and costs. 2. Reporting.
External Consultants and Suppliers			
Project Role	Name	Organisation	Role Description
Design and SME Consultancy	TBC	Synergine Groups Limited (Synergine) TBC	Professional Services for Stages 1 – 3 and, developed and detailed design of earthworks, infrastructure, and landscaping to service Stages 1 to 3: <ul style="list-style-type: none"> • Geotechnical review, investigation, and assessment.

			<ul style="list-style-type: none"> • Civil engineering developed and detailed design, documentation, and procurement phase support. • Earthworks and erosion and sediment control • Culvert. • Rooding (including both geometrics and pavement). • Infrastructure services (i.e., water, wastewater, telecom, and power). • Landscape developed and detailed design, documentation, and procurement phase support. • Preliminary regulatory planning and stakeholder engagement advice. • Cost estimate. • TBC
Quantity Surveyor	TBC	TBC	<ul style="list-style-type: none"> • Cost estimate. • Early involvement (assurance around budget expectations). • TBC
Construction Contractor	TBC	TBC	TBC
Consenting	TBC	TBC	<ul style="list-style-type: none"> • Earthworks • Discharge to water • Drainage • TBC (Designated for Cemetery use)
Landscape works	TBC	TBC	TBC

Specialist/subject matter support

From time to time throughout the project the Project Team will require the support of specialist/subject matter experts from both Upper Hutt City Council staff and Hutt City Council staff.

Specialist/subject matter	Paul Gill	Upper Hutt City Council (Facilities Officer)	Project support and input and related to property management.
	Leicester Drake	Upper Hutt City Council (Assets Team Leader)	Project support and input as related to asset management.
	TBC - Position currently vacant	Upper Hutt City Council (Kaitakawaenga Kaupapa Māori)	Project support and input related to iwi engagement and input.
	Matiu Jennings (TBC)	Hutt City Council (Kaitātari Tumuaki Māori)	
	Kylie Robinson	Upper Hutt City Council (Sustainability Officer)	Project support and input as related to sustainability.

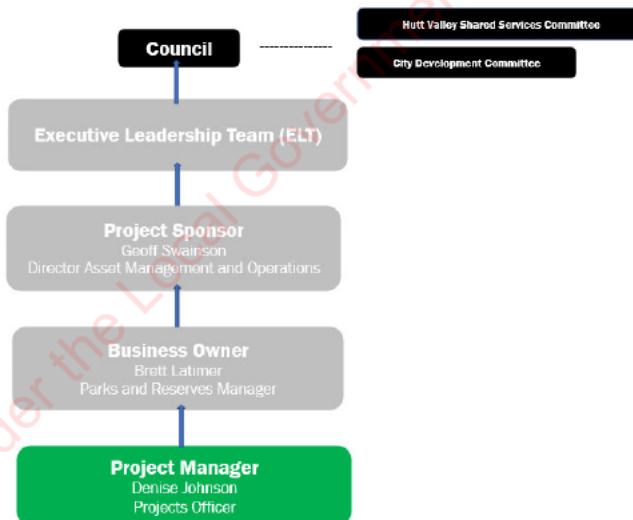
Richard Schouten	Upper Hutt City Council <i>(Senior Waste Minimisation Officer)</i>	Project support and input as related to waste minimisation.
Susan Mitchell	Upper Hutt City Council <i>(Application and Information Administrator)</i>	Project support and input as related to digital information.
TBC	Hutt City Council <i>(Communications and Engagement role title here)</i>	Communications and Engagement support
Aaron Sergent	Hutt City Council	Hutt City Council Finance Team Contact Person (facilitate HCC payments).

Business as Usual support

Business as usual support			
Project Role	Name	Organisation	Role Description
Contract oversight	Contracts Committee	Upper Hutt City Council	Review contract documents. Signatory to contracts.

Governance Structure

Governance structure as at 16/03/2022.



A 'live' [Governance Structure](#) will be maintained for the duration of the project and can be found in the project site on SHED.

Governance Decision Making and Approvals

The following have been identified as key points for Council approvals:

The Decision	Decision Makers	Inputs	Key Dates
<ul style="list-style-type: none"> Developed Design and high level costs approval. Detailed Design approval. Detailed Design costs approval. 	Council	Council report.	2022
<ul style="list-style-type: none"> Final design approval. Final costs approval. 	Council	Council report.	2022/23
<ul style="list-style-type: none"> High level direction. 	Hutt Valley Shared Services Committee	Committee report.	2022
<ul style="list-style-type: none"> Procurement - in accordance with procurement policy Award construction tender. 	Upper Hutt City Council Contracts Committee	Council report which includes costs, justifications, and relevant contracts.	2022

Stakeholder Engagement Strategy

This high complexity, significant project will require a range of stakeholder engagement methods and activities to involve the public and ensure that concerns and aspirations are understood and considered.

Significance and Engagement Policy assessment

Council has a Significance and Engagement Policy adopted as part of its Long Term Plan. The policy applies to all decisions and engagement with the community.

This project has been assessed as being of high significance because: It is consistent with fulfilling Council's statutory compliance obligations under the Burial and Cremation Act 1964 (Act) and current operations. It does not involve new transfer of ownership or control of strategic assets to or from Council. Moderate to high levels of public interest are anticipated because it impacts a large proportion of the community. It impacts the capacity of Council to perform cemetery services, and it would be highly difficult to reverse the decision (to develop) due to obligations under Act.

In line with Council's Significance and Engagement Policy, the engagement goal for this project will be to 'involve'. This means Council will work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.

Stakeholder identification

INTERNAL STAKEHOLDERS (UPPER HUTT CITY COUNCIL AND HUTT CITY COUNCIL)

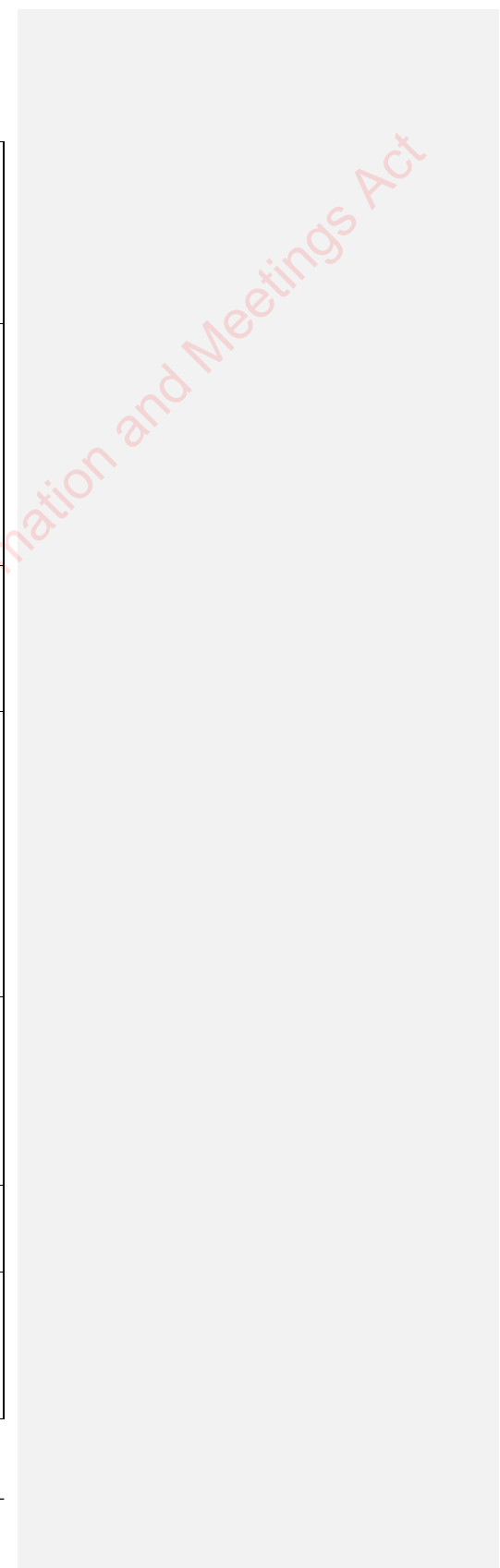
Council	Decision makers on investment governance. Regular progress updates required.
Executive Leadership Team (ELT)	Project governance. Regular progress updates required.
Hutt City CLT	Regular progress updates (TBC).
Project Sponsor	Interested in project progress. Regular progress updates required.
Project Business Owner	Interested in project progress. Day to day involvement. Key decision maker. Regular progress updates required.
Cemetery Staff (Sextons)	Impacted by the project. Regular progress updates required. Need to be engaged in and support the cemetery development project. Will need to be informed and ready to answer questions from the public and direct the public on where to find up to date information. Likely to be responsible for day-to-day operations of the facility post project.
Council staff	Will be interested in the project. Keep info med.
Front of house/call centre (includes after-hours call centre) Council staff	Will need to be informed and ready to answer questions from the public and direct the on where to find up to date information.

Compliance Services (Building/Planning)	<p>Important consultant re: requirements/processes, timings for approvals.</p> <p>Keep informed.</p>
Parks and Reserves Team	<p>Consultants on development requirements.</p> <p>Likely to be responsible for maintenance of the facility post project.</p> <p>Need to be engaged in and support the cemetery development project.</p> <p>Will need to be informed and ready to answer questions from contractors and provide/direct them on where to find up to date information.</p>

EXTERNAL STAKEHOLDERS

Community and ratepayers	<p>Interested in costs and funding of the project.</p> <p>May be vocal if development is deemed unsatisfactory.</p> <p>Keep informed through general and targeted communications.</p> <p>Allow opportunities for them to have their say.</p>
Neighbours	<p>Will want to know when construction is taking place and what impacts there will be for them.</p> <p>Keep informed through general and targeted communications.</p>
Mana whenua	<p>Agreed design input (limited by scope).</p> <p>Keep informed through general and targeted communications.</p>
Ōrongomai Marae	<p>Agreed design input (limited by scope).</p> <p>Keep informed through general and targeted communications.</p>
Bledisloe New Zealand Limited (Gee and Hickton)	<p>Impacted by the project.</p> <p>Keep informed through general and targeted communications.</p> <p>May be vocal if development is deemed unsatisfactory.</p> <p>Could be approached by the public for information about the project, will need to be informed about where they can direct the public to find up to date information.</p>
Financial Directors	<p>Impacted by the project.</p>

	<p>Keep informed through general and targeted communications.</p> <p>May be vocal if development is deemed unsatisfactory.</p> <p>Could be approached by the public for information about the project, will need to be informed about where they can direct the public to find up to date information.</p>
Stone Masons	<p>Impacted by the project.</p> <p>Keep informed through general and targeted communications.</p> <p>May be vocal if development is deemed unsatisfactory.</p> <p>Could be approached by the public for information about the project, will need to be informed about where they can direct the public to find up to date information.</p>
Veteran's Affairs	<p>Impacted by the project.</p> <p>Keep informed through general and targeted communications.</p> <p>May be vocal if development is deemed unsatisfactory.</p>
Cemetery contractors	<p>Impacted by the project.</p> <p>Keep informed through general and targeted communications.</p> <p>May want to be involved in design input (limited by scope).</p> <p>May be vocal if development is deemed unsatisfactory.</p> <p>Could be approached by the public for information about the project, will need to be informed about where they can direct the public to find up to date information.</p>
People with accessibility needs	<p>Interested in the project re: accessibility.</p> <p>May want to be involved in design input (limited by scope).</p> <p>Keep informed through general and targeted communications.</p> <p>May be vocal if development is deemed unsatisfactory.</p>
Cemetery visitors	<p>Includes people farewelling/visiting the deceased and people using the grounds for active and passive recreation.</p>
Faith/cultural leaders/communities	<p>Interested in the project re: specific areas to cater to faith/cultural burial.</p> <p>May want to be involved in design input (limited by scope).</p> <p>Keep informed through general and targeted communications.</p>



May be vocal if development is deemed unsatisfactory.

Stakeholder analysis

The stakeholder maps below identify the power and interest of key stakeholders in relation to the project.

INTERNAL STAKEHOLDERS

High	*Building/Planning	*ELT *Council Sponsor* Business Owner*
Low		Parks and Reserves Team* Sextons* *Front of house Council Staff *Call centre staff
	Low	High

POWER → INTEREST →

EXTERNAL STAKEHOLDERS

High		Mana whenua* Ōrongomai Marae*
Low	Neighbours*	*Community/ratepayers Gee and Hickton* Stonemasons* Funeral Directors* Veteran's Affairs* Cemetery contractors* People with accessibility needs* Faith/Cultural leaders/groups* Visitors*
	Low	High

POWER → INTEREST →

Released under the Local Government Official Information and Meetings Act

Low INTEREST → High

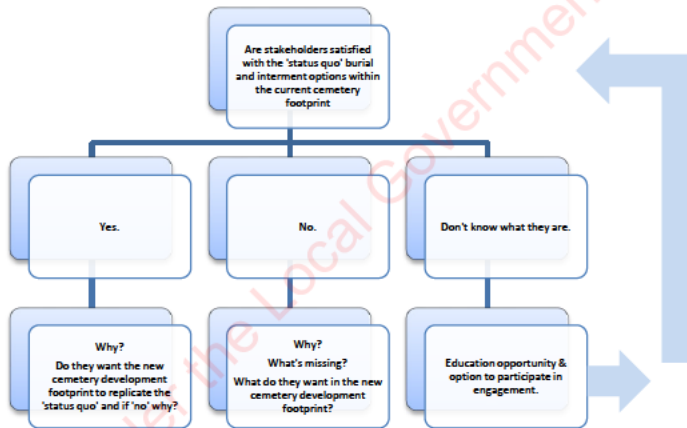
RESPONSES TO INTEREST ANALYSIS (FOR REFERENCE)

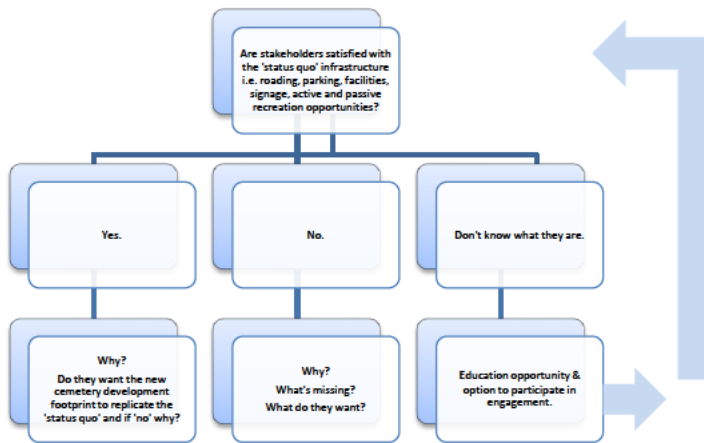
- **High power, highly interested people (Manage Closely):** you must fully engage these people, and make the greatest efforts to satisfy them.
- **High power, less interested people (Keep Satisfied):** put enough work in with these people to keep them satisfied, but not so much that they become bored with your message.
- **Low power, highly interested people (Keep Informed):** adequately inform these people, and talk to them to ensure that no major issues are arising. People in this category can often be very helpful with the detail of your project.
- **Low power, less interested people (Monitor):** again, monitor these people, but don't bore them with excessive communication.

Stakeholder engagement plan

To better understand community burial, interment, and facility preferences/trends the community and/or specific communities could be engaged in the Detailed Design process.

Council is particularly interested in:





A range of stakeholder engagement activities will be employed, likely to include:

- Stakeholder group meetings.
- Stakeholder individual meetings.
- Online surveys.
- Cemetery/public venue displays.

A Communications and Engagement Plan (which includes a Stakeholder Engagement Plan and a Communications Plan) will be produced to outline both the communications and stakeholder engagement actions/resources required during the life of the project; it will be located **insert link here once created.**

Commented [DJ1]: Natalie to complete based on information in this PID once complete I'll enter the link here

Communication management

A Communications Plan will be produced as part of the aforementioned Communications and Engagement Plan. It will outline the staff and public communications required during the life of this project.

Reports will be written, produced, and shared with the Project Sponsor and Business Owner at regular intervals (frequency yet to be determined).

Meetings will be held with the Project Team, Sponsor Committee, and Business Owner at regular intervals (frequency yet to be determined).

INTERNAL: All Project information will be held in the project folder on SHED:

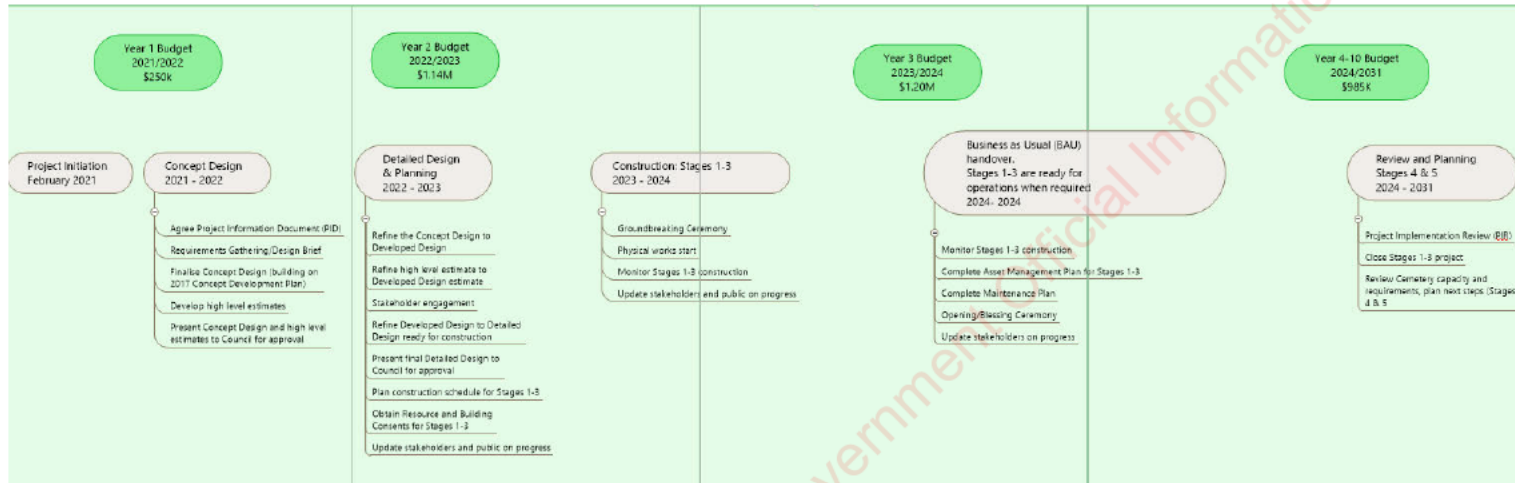
<https://uhccgovtnz.sharepoint.com/sites/project-1047>

EXTERNAL: The Council Project Website is: upperhuttcity.com/**enter link here.**

Commented [DJ2]: Natalie will create the project page on Council's website using the information supplied in this PID once complete I'll enter the link here

Project plan

High-level summary



A more detailed schedule will be maintained for the duration of the project and can be found in the project site on SHED once created: [<insert Shed link>](#)

Commented [DJ3]: Insert link to detailed project schedule once it is completed

Project controls

PROJECT STAGES

The Project is to be broken into the following stages:

- Concept Design – Agree requirements and design brief, create concept designs, public engagement, and present to Council for decision/approval to proceed.
- Detailed Design and Planning stages 1 - 3 – Refine the concept design to Developed Design ready for engagement, then refine the Developed Design to Detailed Design phase ready for construction. Tendering for and select the Construction Vendor, submission/approval of all consents required, plan the construction, and present final costs to Council for approval to proceed.
- Construction – Cemetery Construction (Stages 1 - 3). Could be broken into stages by area or type. Monitor progress and communicate regularly to Council/key stakeholders and to the Public.
- BAU Handover - Document all assets and handover the ongoing maintenance/management plans for the facility.
- Project Close – Complete the Project Implementation Review (PIR) to capture any lessons learned through the process so they can be applied to future development stages (Stages 4 and 5).

AGREED TOLERANCES, MONITORING AND REPORTING

Based on the scope and constraints of the project there are limited options of setting tolerances outside existing Business as Usual processes.

It is accepted that construction could be delayed due to contractor availability and COVID-19 impacts. Timelines will be regularly reviewed. Project progress will be reported to the Project Sponsors and Business Owner regularly.

Regular BAU project reporting will occur via a six-weekly dashboard to the City Development Committee and via regular reporting to the Hutt Valley Services Committee.

Further reporting will occur as agreed or required with the project team and sponsor, including to ELT or others as required.

Procurement approach – in development

EXTERNAL PARTIES AND SUPPLIERS

Design Parties will be entered below as confirmed:

- Enter
- Enter
-

Contractor Parties will be entered below as confirmed:

- Enter
- Enter

TENDER PROCESS AND TIMEFRAMES

- Tender process will be conducted as per Council's [Procurement Policy](#).

Project finances

Capital expenditure costs

The capital expenditure budget approved in the Long Term Plan 2021 – 2031 is \$3.6M over 4 years (2021 - 2025).

Indicative cost estimates (June 2017) for each stage of the cemetery development are outlined below. The stages indicate approximate burial demand at 1.5ha per decade

Stage 1: \$1.2M (includes \$520,000 administration facility allowance)

Stage 2: \$0.21M

Stage 3: \$0.41M

Stage 4: \$1.25M

Stage 5: \$0.64M

Future operational expenditure costs

Upon completion of the project, operational expenditure will increase due to the increased land area, infrastructure, and assets being maintained, secured, and staffed. These costings are still being worked through and will be included in the Operational Budgets for Years 1 - 3 of the 2024 - 2034 the LTP.

For more detail on the Project finances and the current state, please see the [project workbook](#) (Project Costs' tab) located in the project site on SHED.

Key Project Documents

A project site has been established in SHED for this project and can be found at the following location:

<https://uhccgovtnz.sharepoint.com/sites/project-1047>

Key project documents include:

Document name	Link
Council Paper(s)	<p>Minutes: 10 June 2020 https://uhccgovtnz.sharepoint.com/sites/project-1047/prjmgmt/Forms/FoldersByName.aspx?id=%2Fsites%2Fproject%2D1047%2Fprjmgmt%2Freporting%2FMINUTES%2010JUNE2020%20Ordinary%20Council%20Meeting%2Fpdf&parent=%2Fsites%2Fproject%2D1047%2Fprjmgmt%2Freporting</p> <p>Agenda: 10 June 2020 https://uhccgovtnz.sharepoint.com/sites/project-1047/prjmgmt/Forms/FoldersByName.aspx?id=%2Fsites%2Fproject%2D1047%2Fprjmgmt%2Freporting%2FAGENDA%2010JUNE2020%20Ordinary%20Council%20Meeting%2Fpdf&parent=%2Fsites%2Fproject%2D1047%2Fprjmgmt%2Freporting</p> <p>Minutes: 4 August 2017 https://uhccgovtnz.sharepoint.com/sites/project-1047/prjmgmt/Forms/FoldersByName.aspx?id=%2Fsites%2Fproject%2D1047%2Fprjmgmt%2Freporting%2FMINUTES%2004AUGUST2017%20Hutt%20Valley%20Services%20Committee%2Fpdf&parent=%2Fsites%2Fproject%2D1047%2Fprjmgmt%2Freporting</p> <p>Agenda: 4 August 2017 https://uhccgovtnz.sharepoint.com/sites/project-1047/prjmgmt/Forms/FoldersByName.aspx?id=%2Fsites%2Fproject%2D1047%2Fprjmgmt%2Freporting%2FAGENDA%2004AUGUST2017%20Hutt%20Valley%20Services%20Committee%20%2Fpdf&parent=%2Fsites%2Fproject%2D1047%2Fprjmgmt%2Freporting</p>
New Initiative Request	<p>https://uhccgovtnz.sharepoint.com/sites/project-1047/prjmgmt/Forms/FoldersByName.aspx?id=%2Fsites%2Fproject%2D1047%2Fprjmgmt%2Finitiation%2FAkat%2C4%81rawa%20Cemetery%20New%20Initiative%20package%2Fxlsx&parent=%2Fsites%2Fproject%2D1047%2Fprjmgmt%2Finitiation&RootFolder=%2Fsites%2Fproject%2D1047%2Fprjmgmt%2Finitiation&FolderCTID=0x01200001631BDCB12C9A4AA04B33DB3AAAFED3E</p>
Project Information Document (PID)	<p>https://uhccgovtnz.sharepoint.com/sites/project-1047/prjmgmt/Forms/FoldersByName.aspx?id=%2Fsites%2Fproject%2D1047%2Fprjmgmt%2Finitiation%2F%28PID%29%20Akat%2C4%81rawa%20Cemetery%20Development%20Project%20Initiation%20Document%2Fdocx&parent=%2Fsites%2Fproject%2D1047%2Fprjmgmt%2Finitiation&RootFolder=%2Fsites%2Fproject%2D1047%2Fprjmgmt%2Finitiation&FolderCTID=0x01200001631BDCB12C9A4AA04B33DB3AAAFED3E</p>
Project Workbook	<p>https://uhccgovtnz.sharepoint.com/sites/project-1047/prjmgmt/Forms/FoldersByName.aspx?id=%2Fsites%2Fproject%2D1047%2Fprjmgmt%2Finitiation%2FProject%20Workbook%20Akat%2C4%81rawa%20Cemetery%2Fxlsx&parent=%2Fsites%2Fproject%2D1047%2Fprjmgmt%2Finitiation&RootFolder=%2Fsites%2Fproject%2D1047%2Fprjmgmt%2Finitiation&FolderCTID=0x01200001631BDCB12C9A4AA04B33DB3AAAFED3E</p>
Project Risk	<p>https://uhccgovtnz.sharepoint.com/sites/project-1047/prjmgmt/Forms/FoldersByName.aspx?id=%2Fsites%2Fproject%2D1047%2Fprjmgmt%2Finitiation%2FProject%20Workbook%20Akat%2C4%81rawa%20Cemetery%2Fxlsx&parent=%2Fsites%2Fproject%2D1047%2Fprjmgmt%2Finitiation&RootFolder=%2Fsites%2Fproject%2D1047%2Fprjmgmt%2Finitiation&FolderCTID=0x01200001631BDCB12C9A4AA04B33DB3AAAFED3E</p>

Document name	Link
Upper Hutt City Council Long Term Plan 2018 - 2028	https://www.upperhuttcity.com/Your-Council/Plans-policies-by-laws-and-reports/Annual-plans-and-reports/Historic-plans-and-reports?BestBetMatch=strategic%20plans 721fcf83-6b70-425d-bad7-b5198513b807 393d7a60-a2b6-4e2e-858a-86de9aabfea4 en-AU
Upper Hutt City Council Long Term Plan 2021 - 2031	https://www.upperhuttcity.com/Your-Council/Plans-policies-by-laws-and-reports/Long-Term-Plan?BestBetMatch=long%20term%20plan 721fcf83-6b70-425d-bad7-b5198513b807 393d7a60-a2b6-4e2e-858a-86de9aabfea4 en-AU
2020 Synergine Proposal	https://uhccgovtnz.sharepoint.com/sites/project-1047/scopeinvest/Forms/FoldersByName.aspx?id=%2Fsites%2Fproject%2D1047%2Fscopeinvest%2F02APRIL2020%20Akak%2C4%81rawa%20Cemetery%20Proposal%20Document%20Synergine%20Epdf&parent=%2Fsites%2Fproject%2D1047%2Fscopeinvest
2017 Akatārawa Cemetery Concept Development Plan (Synergine)	https://uhccgovtnz.sharepoint.com/sites/project-1047/scopeinvest/Forms/FoldersByName.aspx?id=%2Fsites%2Fproject%2D1047%2Fscopeinvest%2F14JUNE2017%20Akak%2C4%81rawa%20Cemetery%20Concept%20Development%20Plan%20Final%20Synergine%20Epdf&parent=%2Fsites%2Fproject%2D1047%2Fscopeinvest
	Appendix A. https://uhccgovtnz.sharepoint.com/sites/project-1047/scopeinvest/Forms/FoldersByName.aspx?id=%2Fsites%2Fproject%2D1047%2Fscopeinvest%2FAPPENDIX%20A%20%2D%20Akak%2C4%81rawa%20Cemetery%20Widlands%20Report%20Epdf&parent=%2Fsites%2Fproject%2D1047%2Fscopeinvest
	Appendix B. https://uhccgovtnz.sharepoint.com/sites/project-1047/scopeinvest/Forms/FoldersByName.aspx?id=%2Fsites%2Fproject%2D1047%2Fscopeinvest%2FAPPENDIX%20B%20%2D%20Perception%20Planning%20Akak%2C4%81rawa%20Cemetery%20Expansion%20Planning%20Constraints%20Report%20November%202016%20Epdf&parent=%2Fsites%2Fproject%2D1047%2Fscopeinvest
	Appendix C. https://uhccgovtnz.sharepoint.com/sites/project-1047/scopeinvest/Forms/FoldersByName.aspx?id=%2Fsites%2Fproject%2D1047%2Fscopeinvest%2FAPPENDIX%20C%20%2D%20Tonkin%20and%20Taylor%20Geotechnical%20Report%20Akak%2C4%81rawa%20Cemetery%20Epdf&parent=%2Fsites%2Fproject%2D1047%2Fscopeinvest
Akatārawa Cemetery Expansion Planning Constraints Report by Perception Planning	https://uhccgovtnz.sharepoint.com/sites/project-1047/scopeinvest/Forms/FoldersByName.aspx?id=%2Fsites%2Fproject%2D1047%2Fscopeinvest%2FAPPENDIX%20B%20%2D%20Perception%20Planning%20Akak%2C4%81rawa%20Cemetery%20Expansion%20Planning%20Constraints%20Report%20November%202016%20Epdf&parent=%2Fsites%2Fproject%2D1047%2Fscopeinvest
Hutt City confirmation of funding	https://uhccgovtnz.sharepoint.com/sites/project-1047/fin/Forms/FoldersByName.aspx?id=%2Fsites%2Fproject%2D1047%2Ffin%2FHutt%20City%20confirmation%20of%20funding%20for%20Akak%2C4%81rawa%20Cemetery%20Development%20Emsg&parent=%2Fsites%2Fproject%2D1047%2Ffin
Long Term Plan Consultation 2021 - 2031	https://letskorero.upperhuttcity.com/upper-hutt-starts-with-u

Document name	Link
Agreement between Upper Hutt City Council and Hutt City for the provision of Cemetery services and development of cemetery land.	https://uhccgovtnz.sharepoint.com/sites/deeds/01Request/Forms/FoldersByName.aspx?FolderCTID=0x01200044171732E79F1B4EBB8554B62B415E19&id=%2Fsites%2Fdeeds%2F01Request%2FCemetery%20Services%20and%20Development%20of%20Cemetery%20Land%20at%20Akatarawa%20UHCC%20and%20Hutt%20City%20Council%2FProvision%20of%20Cemetery%20Services%20and%20Development%20of%20Cemetery%20Land%20and%20pdf&parent=%2Fsites%2Fdeeds%2F01Request%2FCemetery%20Services%20and%20Development%20of%20Cemetery%20Land%20at%20Akatarawa%20UHCC%20and%20Hutt%20City%20Council

Project contacts list

Name	Role	Contact Details
Denise Johnson	Project Manager <i>(Projects Officer)</i>	denise.johnson@uhcc.govt.nz 021 227 3092
Geoff Swainson	Project Sponsor <i>(Director Asset Management and Operations Infrastructure Services)</i>	geoff.swainson@uhcc.govt.nz 027 803 0195
Brett Latimer	Business Owner <i>(Parks and Reserves Manager)</i>	brett.latimer@uhcc.govt.nz 027 452 7451
Design Parties to be added once confirmed	TBC	TBC
Contractor Parties to be added once confirmed	TBC	TBC

Appendix 1: Risk Assessment Criteria

Risk heat map

Likelihood	High	Moderate	High	Extreme
	Moderate	Moderate	Moderate	High
	Low	Low	Moderate	Moderate
		Low	Moderate	High
Consequence				

Criteria for Management of Risk	Rating
<ul style="list-style-type: none"> Risk Acceptance: Steering Committee, ELT, CEO. Risk Ownership: Steering Committee, Sponsor. 	Extreme
<ul style="list-style-type: none"> Extreme risks can exceed risk appetite and tolerance limits. Extreme risks within Council's control must, where feasible, have effective key controls. Immediate escalation to Steering Committee is required. Immediate action is required 	
<ul style="list-style-type: none"> Risk Acceptance: Steering Committee, ELT, CEO. Risk Ownership: Steering Committee, Sponsor. 	High
<ul style="list-style-type: none"> High risks usually exceed risk appetite and tolerance limits. All High risks must, where feasible, have effective key controls. Escalation to Sponsor and Steering Committee. 	

<ul style="list-style-type: none"> • Actions to be on the Steering Committee Agenda. 	
<ul style="list-style-type: none"> • Risk Acceptance: Steering Committee. • Risk Ownership: Sponsor. 	Moderate
<ul style="list-style-type: none"> • Medium risks may exceed risk appetite and tolerance thresholds. • Medium risks must have controls in place. • Ideally mitigated by contingency. • Report to Sponsor and Steering Committee. • Actions to be on the Steering Committee Agenda. 	
<ul style="list-style-type: none"> • Risk Acceptance: Steering Committee. • Risk Ownership: Sponsor. 	Low
<ul style="list-style-type: none"> • Low risks are usually within risk appetite and tolerance limits. • Low risks should have adequate controls in place. • Ideally mitigated by contingency. • Report to Sponsor. • Action by standard project procedures. 	

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Kelly Crandle
Leisure Services Division
570 6774
569 1625
crandle@huttcity.govt.nz
PL15 - 40 - 1

17 February 2003

s 7(2)(a)
Te Runanganui o Taranaki ki te Upoko o te Ika A Maui
PO Box 36 - 111
WELLINGTON

Tena koe s 7(2)(a)

NEW CEMETERY, SITE INVESTIGATIONS

In the early 1990s Council searched for land that could be developed as a cemetery in anticipation of Taita Lawn Cemetery being unable to provide for first interments around 2011. As a result of this search Council purchased a large property on the Akatarawa Road, next to the Upper Hutt City Council's cemetery.

Council has also, this year, set aside funding to investigate potential cemetery sites within the City this financial year. This work is being led by the Leisure Services Division of Council. We have asked Civil Design Services to carry out the geotechnical investigations required to assess the sites. Clearly this will only take care of the technical aspects of site suitability. Planning issues will involve other considerations, including RMA procedures and the views of local Maori

The purpose of this letter is to let you know that we will be carrying out investigation work shortly on five sites:

Released under the Official Information and Meetings Act

- Ngaturi Park and old Wainuiomata wastewater treatment site, coast Road, Wainuiomata (sites adjoin)
- Parkway, on the hill side of the road between the Marae and the Konini Reservoir, Wainuiomata
- Wainuiomata College and Wainuiomata Intermediate School sites (sites adjoin)
- Old Soil Bureau land, Wingate
- Top of Mohaka Street, Wainuiomata

Although four of these sites happen to be in Wainuiomata, we are not specifically looking for a site in Wainuiomata. We have considered sites on the Western Hills, however so far they have been too steep and lack soil cover. Unfortunately it is likely that the one in one hundred year flood lines will rule out the Ngaturi Park site fairly early on.

If you have ideas about other sites in the City, we are happy to consider them. Further to this, if there are sites you are opposed to we would be pleased to hear from you. Any early indications of preference or opposition would help us a lot and we would be really grateful for advice.

I understand that the Runanga is interested in developing a new Urupa in the City to take over from the sites at Owhiti and Te Puni Street and that a site above Waiu Street has been considered in the past. If Council were to develop a new cemetery in the City we would be happy to work alongside the Runanga to provide an opportunity to set aside a special area for Maori in the new Cemetery.

The development and maintenance of a new Urupa may be more economic if it were aligned with a larger cemetery operation. There may also be roading, landscaping, water supply, electricity supply, drainage, security and planning advantages for both organisations if we worked towards having two separate but adjoining cemetery operations. If you are interested in considering some kind of alignment, you are very welcome to contact Stuart Duncan.

When this project has moved forward a little further Chris Close or I will be in touch to provide you with an update. I will be leaving Council on 7 March 2003.

Naku noa, na

Kelly Crandle
RESERVES ASSET MANAGER

Kelly Crandle
Leisure Services Division
570 6774
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crandle@huttcity.govt.nz
PL15 - 40 - 1

17 February 2003

s 7(2)(a)

Wellington Tenth Trust
PO Box 913
WELLINGTON

Tena koe

s 7(2)(a)

NEW CEMETERY, SITE INVESTIGATIONS

In the early 1990s Council searched for land that could be developed as a cemetery in anticipation of Taita Lawn Cemetery being unable to provide for first interments around 2011. As a result of this search Council purchased a large property on the Akatarawa Road, next to the Upper Hutt City Council's cemetery.

Council has also, this year, set aside funding to investigate potential cemetery sites within the City this financial year. This work is being led by the Leisure Services Division of Council. We have asked Civil Design Services to carry out the geotechnical investigations required to assess the sites. Clearly this will only take care of the technical aspects of site suitability. Planning issues will involve other considerations including RMA procedures. Clearly the view of local Maori will also be an important consideration

Released under the Official Information and Meetings Act

The purpose of this letter is to let you know that we will be carrying out investigation work shortly on three sites:

- Ngaturi Park and old Wainuiomata wastewater treatment site, coast Road, Wainuiomata (sites adjoin)
- Parkway, on the hill side of the road between the Marae and the Konini Reservoir, Wainuiomata
- Wainuiomata College and Wainuiomata Intermediate School sites (sites adjoin)
- Top of Mohaka Street, Wainuiomata
- Old Soil Bureau land, Wingate

Although four of these sites happen to be in Wainuiomata, we are not specifically looking for a site in Wainuiomata. We have considered sites on the Western Hills, however so far they have been too steep and lack soil cover. At this point, the one in one hundred year flood levels at Ngaturi Park are likely to rule this site out early on.

If you have ideas about other sites in the City, we are happy to consider them. Further to this, if there are sites you are opposed to we would be pleased to hear from you. Any early indications of preference or opposition would help us a lot and we would be really grateful for advice.

In addition to Council's need for a site to develop a new cemetery on, it may be worthwhile considering Urupa needs of the Tenth's. I understand that members of the Tenth's Trust are using the Owhiti Urupa and the one at Te Puni Street. If Council were to develop a new cemetery in the City we would be happy to work alongside the Tenth's Trust and look at providing a special area in the new cemetery for the Tenth's. If you are interested in following up this idea you are very welcome to contact Stuart Duncan.

When this project has moved forward a little further Chris Close or I will be in touch to provide you with an update.

Naku noa, na

Kelly Crandle
RESERVES ASSET MANAGER

26 September 2003

Contact: Bruce Hodgins
Group/Division: Leisure Services
Telephone: 570 6839
Facsimile: 569 1625
E.Mail: hodgins@huttcity.govt.nz
Our Reference: PL15-40-1

s 7(2)(a)

Wellington Tenth Trust
PO Box 913
WELLINGTON

Tena koe

s 7(2)(a)

NEW CEMETERY SITE INVESTIGATIONS

In February this year Kelly Crandle wrote to the Trust to outline investigations that Council was undertaking in its search for a possible new cemetery site for the City.

This work has largely been completed with six sites coming under scrutiny. The two sites that showed the most promise have been further investigated and our consultant has recommended that the Council owned land at the end of Waiu Street, Wainuiomata (as the most favoured site,) be subjected to an ecological survey, drainage investigations and regulatory requirements.

I have enclosed a copy of the report for your information. I would appreciate you keeping this report confidential at this stage, as it is yet to go to Council.

I understand that the Runanga may be interested in this land for similar purposes and we have sent them a separate letter asking for their comments.

I am looking to report back to Council in November and would seek the Trust's input and if necessary would arrange a meeting to discuss your views.

Naku noa, na

Bruce Hodgins
DIVISIONAL MANAGER LEISURE SERVICES

26 September 2003

Contact: Bruce Hodgins
Group/Division: Leisure Services
Telephone: 570 6839
Facsimile: 569 1625
E.Mail: hodgins@huttcity.govt.nz
Our Reference: PL15-40-1

s 7(2)(a)

Te Runanganui o Taranaki Whanui ki te Upoko o te Ika a Maui
PO Box 36 111
LOWER HUTT

Tena koe

s 7(2)(a)

NEW CEMETERY SITE INVESTIGATIONS

In February this year Kelly Crandle wrote to the Runanga to outline investigations that Council was undertaking in its search for a possible new cemetery site for the City.

This work has largely been completed with six sites coming under scrutiny. The two sites that showed the most promise have been further investigated and our consultant has recommended that the Council owned land at the end of Waiu Street, Wainuiomata (as the most favoured site,) be subjected to an ecological survey, drainage investigations and regulatory requirements.

I have enclosed a copy of the report for your information.

I understand that the Runanga may be interested in this land for similar purposes and would be interested in obtaining your comments. I am looking to report back to Council in November and would be happy to meet with you before that time to discuss your views.

Naku noa, na

Bruce Hodgins
DIVISIONAL MANAGER LEISURE SERVICES

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